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Bulletin

OFFICE OF TRAINING
JANUARY • FEBRUARY
1963



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IN THIS ISSUE.....

Holding a meeting? There are two kinds of meetings, says Eric Webster: the kind you ought to have, and the kind you usually get. This month's opening article presents some fresh slants..... A correspondence course might help improve your writing. See "Variations on a Theme" on page 6 for a sample..... The BULLETIN not only has a new cover and a new look inside; it will be coming out more often. See page 15 for the new publication schedule..... There's a lot of news inside. Check the new offerings in the External Programs section. The Course Schedules section lists all OTR courses beginning from now to June.

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ANOTHER MEETING?

HOW TO GET LESS TALK, MORE ACTION

(Adapted from an article by Eric Webster in the October 1962 issue of MANAGEMENT REVIEW, published by the American Management Association)

Few phrases are more pregnant with possibilities for waste and futility than "Let's call a meeting!" Of course, meetings can have perfectly valid and even vital purposes. At the moment, however, we are not discussing this kind of meeting, which might be called "the kind you ought to have," but "the kind you usually get"--meetings called for the wrong reasons and at which it is rarely possible to achieve anything more than general exhaustion and frustration.

There are various ways of getting sense out of the sort of meeting you usually have: you can terrify it, confuse it, exhaust it, mislead it, or ignore it. Each of these tactics has its uses at various times.

The terrifying tactic has much to commend it if you are yourself in a position to do the terrifying. You

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rise as chairman and say. "Now, gentlemen, we are meeting here today to discuss the location of the new plant. Before going further, I should say I am in favor of locating it in X. What are your views?" The question is delivered with the genial implication that anyone who happens to disagree with location X can leave quietly by the side door and say goodbye to his friends in the company later. Using this tactic, a unanimous decision can be reached with gratifying rapidity.

The confusion technique is nicely suited to gaining a decision on your pet technicality. You give a highly technical address you are sure no one else present will understand; you then call for discussion, compliment each speaker on the remarkable insight of whatever he says, however contradictory, then blandly sum up: "Since we are all agreed, gentlemen, I propose with your permission to do so-and-so"--taking very good care that they won't understand that either!

For men without power or highly technical knowledge, there is much to be said for the exhaustion technique, based on the strange but perfectly valid business axiom: "At a meeting, an executive will discuss any unimportant subject but shy like a frightened horse from any major decision."

You draft your agenda in Parkinsonian style, roughly as follows: 1. Should there be a staff dance next autumn? 2. Should the coffee wagon offer a choice of tea or coffee morning and afternoon, or should we continue to serve only coffee? 3. Should the proposed new toilets be sited in Block B for the convenience of office personnel, or should they be placed in Block C so that production workers can benefit? (Insure that representatives of both groups are present.) 4. Three million dollars is required to finance a plant extension in Birmingham. Should this be raised by a bond issue or by sale of common stock?

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There is little chance of reaching that last item on the agenda before late afternoon. Most of the senior men present, provided they have had their say on the staff dance, the coffee break, and the toilets, will by that time be willing to agree to anything for a quick agreement on the final point. Five minutes brisk discussion usually suffices, and if you have kept decently silent while the big battalions were engaged on the more emotional issues, you will have little difficulty in pushing your views through while your colleagues prepare for the evening dash homeward.

The misleading ploy, while highly adaptable, is particularly well suited to conferences attended by delegates from many branches and divisions of the company. The idea is to make them all feel part of the decisions you have previously decided the conference will make. For these purposes, the larger the meeting and the less its members know one another, the better.

Draw up your agenda, and for each point on which a decision is required, have handy a written proposal you have drafted, duplicated, but not circulated. When each point on the agenda has been vigorously discussed to a point of near exhaustion, suddenly whip out your own proposal and circulate it to all members. You then invite them to agree, on the clear understanding that anyone who disagrees should draft his own counterproposal on the spot. You can count on an 80 to 90 per cent success rate with this method. Few people will risk drafting a proposal in an open meeting, and those who try can swiftly be made to wish they'd never started.

Another trick worth knowing is how to ignore a meeting. This is particularly useful if the meeting concerns some work for which you are personally responsible. Either arrange for your secretary to

take the minutes or take them yourself (There is seldom keen competition for this task, so you will experience little difficulty.) You are then free to do an entirely one-sided piece of reporting or to frame the conclusions in such ambiguous terms that you are left free to do very much as you like. Practically nobody reads minutes of meetings, and if you should be faced by one of the odd specimens who does, you can usually win the day by reporting his own remarks adequately, since he will not then be interested in anybody else's.

HOW TO MAKE MEETINGS MAKE SENSE

Meetings can occupy as much as 60 per cent of a top executive's time, and the amount of wastage involved in most meetings averages from 40 to 80 per cent, depending on the company, the people present, the time of day, and the state of the weather. It is, therefore, worth the time and effort required to avoid this waste and make meetings make sense. The rules for practical and profitable meetings are simple:

1. Don't call a meeting to decide something you could and should decide yourself.
2. Never get people together if a series of phone calls to individuals would serve your purpose.
3. Never invite anyone who is not essential, but make sure that all in this category are included.
4. Insist on punctuality. If you're two minutes late for a twenty-man meeting, you waste forty man-minutes.
5. Keep the purpose of your meeting firmly in mind, and be sure it can be achieved. Meet-

ings may be held to inform, to discuss, to advise, or to decide, but not--with the exception of brainstorming sessions--to originate or create anything.

6. Draft an agenda which breaks all subjects down into their simplest constituents. A lengthy agenda, if well constructed, often means a short meeting.

7. Before sending out your agenda, read it all through from start to finish and examine all the points that can be misunderstood. In most meetings, most disagreements occur because people are not talking about the same thing. If the issues are crystal-clear, the muddlers will have less chance of confusing them.

8. See that the agenda is circulated in sufficient time for people to read it before they come, but not so far ahead that they will have forgotten all about it by the time they arrive.

9. Set time limits for each section of the discussion. Make sure there is a clock everyone can see. Discussion, like work, expands to fill the time available.

10. See that whoever is in the chair acts as chairman: i. e., that he states the issues, keeps to the agenda, lets everyone have a fair crack at the subject, cuts them short if they wander, and sums up succinctly as soon as all have had their say.

If you do these things, you will be in a position to arrange meetings of minds instead of assemblies of people--to release executive labor for more productive endeavours, and to improve decision-making, health, morale, efficiency, and profit.

VARIATIONS ON A THEME



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You're a reports officer. You're an OCI analyst. Whatever you are, your job requires that you put your thoughts or conclusions in writing. However, you are not satisfied with your writing. You'd like to review the basic principles of grammar; you want to improve the clarity and accuracy of your reports, your choice of the precise word; you find yourself slipping into governmentese; your component has a special style and editorial practices you want to learn. But you don't have time to take a writing course which would help you achieve any or all of these aims. What can you do?

OTR still offers its Writing Workshop Correspondence Course. Whether you are at the basic, intermediate, or at an advanced level, you have an opportunity, using the Agency's interoffice mail system, to improve your writing skill on your own time and at your own speed.

The course consists of nine assignments, with a maximum of two weeks allowed for each; within this limit you are free to complete the course as rapidly as your

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time and zeal permit. Each assignment after the first will require that you revise a theme corrected by the instructor, prepare a new theme based on a previously submitted outline, outline your next theme, and complete a sentence exercise. You may confer with the instructor as the need arises. There is no final examination.

The papers you submit will be returned to you with corrections, criticism, and suggestions. To give you an idea of how this works, here is a theme submitted by a student in this course, with corrections penciled in. The numbers refer to sections of the text used in the course and brief summaries of these will be found at the end of the theme.

WRITING PROBLEMS OF MY JOB

Avoid this use of "too". You imply that some "great problem" in writing might be acceptable.

I do not feel that I have to great a problem in |
44a 44b
writing; however, a problem does exist. To look
at my problems in writing, we must first look at the
41a (Make "My writing problems" the subject.
kind of writing I do. I find that I write approximate-
41a 41a
ly five different kinds of reports.

41a, 36e
(Make "I" the subject.) ten is the dispatch to the field. This can be further
broken down into name trace replies and critics of Combine, eliminate
work done in the field. I find no particular prob- 40a, 44b excess words.
lem in writing name trace replies to the field,
pose no particular problem. (a critic is a person)

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I do, however, find a problem in writing critics to
the field. It is hard for me to write my thoughts
in a manner which are not to abrupt.

I also write many
~~Probably the next most frequent written is the~~ ^{3c} _{41a}

CSCI to other United States Government agencies.
I find this is easy that it presents
~~the easiest~~ and have no particular prob-

^{12f} ~~lem in writing them~~, because this is what I have
done during most of my career ⁱⁿ ~~here~~ at the Agency. _{41a}

^{1c(3)}
I also write summaries of current cases for the
chief of the branch. This is probably done on the
same level of frequency as the CSCI's. In this

field of writing I have the problem of deciding which
should be included in the summary and which should
^{use one word} _{41a} ^{what (40a)} _{what needs object}

not. I believe that this problem will be relieved as
^{people, not problems, are relieved} _{40a}
I become more acquainted with the (name deleted--
Ed.) Intelligence Services. _{40a}

^{Find one word to obviate next sentence.}
I further have to write summaries of collated
information concerning this Intelligence Service
for inclusion in the (name deleted--Ed.) Intelligence

Services Handbook. ~~This is not done very frequently at the present, however,~~
I may write more of these

41a / ~~seas I expect this to pick up considerably. Here again,~~
~~also I have the same problem in writing as I have~~
I must decide
~~in doing the collated summaries, deciding which~~
40a
~~should be included and which should not.~~
40a

Lastly, I have to write on an *ad hoc* basis
41a
paragraphs or articles concerning the (name deleted
--Ed.) Intelligence Services for such Agency units
28d *28d*
as the CI staff. ~~Here again I have the same problem as I do in writing summaries of current cases~~
41a
~~and collated summaries.~~

Another *is my inability to*
I have one problem in doing all of the above. I
~~cannot~~ *I* begin immediately at the typewriter but must
first write ~~it down~~ *41a* and then type it. After I type
113a
the work I frequently edit it and depending upon the
amount of editing I do, re-type it.

"think" or "believe" would be better
I feel that I have two major writing problems.
not
The first and most important is being able to put my
Your problem would be in not being able to...

thoughts into writing. The second is spelling. I
find that I must keep a dictionary at my fingertips
at all times when I am writing. Another weakness,
which I feel is a minor problem is English grammar,
— in particular, the correct use of 22a
with emphasis on commas and semi-colons.

COMMENTS: Your last paragraph does not agree with the rest of
the paper, where you say that your main problem is
in determining what to include and what to omit.

Verbiage and poor choice of words are the main prob-
lems that show up here.

KEY to correction symbols (these refer to sections of
of the text which discuss these problems.)

| | |
|-------|---|
| 1c(3) | indenting paragraphs |
| 12a | subject-verb agreement |
| 12b | pronoun-antecedent agreement |
| 13c | vague reference |
| 22a | punctuating nonrestrictive elements |
| 28d | unnecessary capitalization |
| 30 | hyphens |
| 36e | in general, use active rather than passive voice |
| 40a | poor choice of word |
| 41a | eliminating "deadwood", words which add nothing to meaning of sentence |
| 44b | carelessness in spelling; proofread to eliminate misspellings |

NIPA

CAREER EDUCATION AWARDS

PROGRAM ANNOUNCED

The National Institute of Public Affairs is sponsoring a program of Career Education Awards, effective with the 1963-1964 school year. Recipients of these awards will be given a year of graduate-level study at selected universities. Award winners will continue to receive their usual salaries from government agencies. Tuition costs, relocation allowances, and special expenses incurred by universities will be paid by the National Institute of Public Affairs using funds provided by the Ford Foundation.

1963 awards will be made to about 30 outstanding civil service careerists at the mid-career level. Since these people will be potential future candidates for top executive positions, their graduate study will be directed primarily toward an administrative career.

PROGRAM OBJECTIVES

The Career Education Awards Program is intended to: (1) stimulate the early identification of able young administrators, (2) help advance their careers, (3) improve the public service by aiding the development

of potentially top-flight executive talent, and (4) assist in building more effective communication between universities and public agencies with the expectation that agency administrators will increasingly use graduate-level educational programs specifically geared to their needs.

CHARACTER
OF THE
PROGRAM

The graduate study proposed is "education" rather than "training." It will be concerned with principles and policy. It will not be directed toward "public administration" in the sense of detailed techniques of management. The program will focus on a professional level of education aimed at better understanding of the social, economic, and political situations and problems confronting public service administrators. It will seek to develop the understanding and vision needed to meet the increasingly more difficult and complex requirements for those occupying top positions in the public service.

Obviously, no one should expect that a single year of advanced study will completely achieve this objective nor is it intended to do so. The intention is to build momentum that will stimulate further self study and development. Rigid conformance to established curricula will not be required or encouraged.

GROUP
COURSES

The Career Education Awards Program is designed around attendance at selected universities of small groups of award winners. This general plan will make possible the establishment of a core course or courses specifically designed for award winners and perhaps a few other graduate students handpicked to insure a common level of understanding. Core courses might take the form of seminars to deal with major domestic and international issues, the development of policy in public administration and other topics that will give public service career people a better understanding of

government's role and responsibility as a major institution in our society. The seminars will be useful in bringing together young career executives from different government agencies and thus help to lift the individual participant's viewpoint outside that of his own agency.

**INDIVIDUAL
PROGRAM**

Emphasis on group attendance should not be construed to imply indifference to the desires of individual participants. The educational preparation, experience, capacity, and personal desires of award winners will not be identical. There must be flexibility to provide a tailor-made program for each participant. Existing university courses will satisfy many of these needs and allow each award winner to plan an educational program suitable to the career he hopes to achieve. Broadly stated, individual careerists--and the operating heads of their agencies--will be aiming at one or more of these objectives:

- A. To assist a technically trained individual to make the transition from technical to executive responsibilities.
- B. To provide career-related education when previous academic work does not bear directly on a present or prospective career.
- C. To reinforce and update previous academic background.
- D. To provide academic perspectives about government programs.

**NOMINATION
PROCEDURE**

Awards will be made only to career service people nominated by their agencies. Applications made directly to the National Institute of Public Affairs by individuals can not be accepted.

Deputy Directors will submit nominations accompanied by a career development plan for each nominee. Nominations will be considered by an ad hoc committee in keeping with the review procedures established for candidates to attend Senior Officer Colleges. Following selection and approval, the Director of Training will transmit applications to the Executive Director of the National Institute of Public Affairs.

NOTICE
TO
EXECUTIVES

In his book, Keeping Fit in Your Executive Job, Harry J. Johnson, M. D. concludes that:

--far more physical misery is caused by personality incompatibilities and dissatisfactions with life than by all the organic ailments combined;

--overwork is seldom the real cause of chronic fatigue (simple boredom is the No. 1 culprit);

--pressure is a normal component of life and even a desirable one;

--a good "desk-side manner" is as important in an executive as a good "bedside manner" in a doctor;

--sleeplessness can be cured (physical exercise is the best antidote for nervous tension); and

--there is no discernible occupational hazard innate in the executive's job.

BULLETIN BOARD

BULLETIN SCHEDULE

Nine issues of the BULLETIN are scheduled this year. Instructors, Training Officers, and all other readers are asked, urged, encouraged to submit material for publication. This can include not only news items about courses and schedules, but also articles on any topics which would be of interest to readers of the BULLETIN and which come within the scope of a specialized publication like the OTR BULLETIN.

Unless otherwise noted in parentheses, deadline for submission of material for the BULLETIN will be the 15th of the month preceding each issue.

Publication schedule:

January-February (15 January)
March
April
May
June-July (15 June)
August-September (15 August)
October
November
December

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INTRODUCTION TO INTELLIGENCE COURSE On 18 February 1963 the Introduction to Intelligence Course will be re-established as a two-week course. Subjects omitted during the one-week runnings, such as area orientation and The American Thesis, will be brought up to date, and DD/R and Automatic Data Processing will be introduced as new subjects. The DD/P and DD/S areas will receive more thorough coverage than has been possible in the shortened version, more time will be allotted to the Intelligence Process, and additional seminar, reading, and review periods will be provided. The new schedules for this course and for the Introduction to Communism Course are in the Course Schedule section of this issue of the BULLETIN.

STUDIES IN INTELLIGENCE

The current (winter 1963) issue of Studies in Intelligence announces that the journal's annual award for the best article it prints was made last year to a clandestine services officer for his "Observations on the Double Agent." Two articles by economic analysts, [redacted] "Rubles Vs. Dollars" and [redacted] "Production at an Aircraft Plant," are singled out for honorable mention.

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The first issue of "Studies" in the new year is a particularly full one, featuring four outstanding papers from the 1962 Intelligence Methods Conference, a reply to earlier criticism of the U. S. -Soviet scientific exchange, descriptions of two semi-overt projects for the collection of information on Soviet missiles, a critical look at the community's finished intelligence, a psychological study of an Arab national as an agent, and an interesting bit of OSS history contributed by W. W. Rostow.

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TRAINING OFFICERS

A new address for [redacted] Training Officer of the Office of Logistics: 1311 Quarters Eye. Same [redacted]

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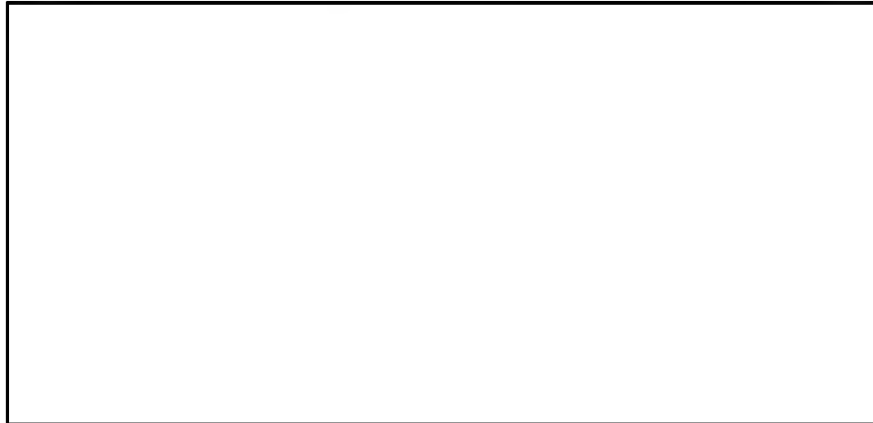
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CLERICAL
TESTING

Clerical Skills Qualifications Tests are given in Room GD-0405. Registration is arranged by Training Officers or Personnel Officers directly with the Clerical Refresher Training Office, Results of the tests are sent to Personnel Officers. The schedule for February and March follows.

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| | | |
|-------------|------------|-------------|
| 4 February | 9:15 A. M. | Shorthand |
| | 1:30 P. M. | Typewriting |
| 18 February | 3:30 P. M. | Typewriting |
| 19 February | 3:30 P. M. | Shorthand |
| 11 March | 9:15 A. M. | Shorthand |
| | 1:30 P. M. | Typewriting |
| 25 March | 3:30 P. M. | Typewriting |
| 26 March | 3:30 P. M. | Shorthand |

LANGUAGE
PROFICIENCY
TESTS

The written portion of objective and translation tests for language proficiency is given on Tuesdays, Wednesdays, and Fridays in Room 1D-1606 at 0915 hours. Register for the test through your Training Officers.

PUBLIC
ADMINISTRATION

Changing Dimensions in Public Administration (published by the Institute of Public Administration, University of Michigan)

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This is a digest of the 1962 National Conference of The American Society for Public Administration, based on reports prepared by more than 30 individual reporters assigned to each of the sessions at the Conference. These reports are summaries of the presentations and discussion at each of the meetings. The Digest is divided into the following sections:

Comparative and International Dimensions
The Dimensions of Program Administration
Research: New Dimensions and Old Problems
Administrative Problems with Changing Dimensions
Personnel: Education and Training
State Government and Administration
The Local and Metropolitan Scene
Fiscal Administration

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The Digest will be loaned on a first-come-first served basis. Call [REDACTED]

INTELLIGENCE
REVIEW

The next Intelligence Review is scheduled for 8 - 19 April 1963. This review seminar is designed for mid-career professional personnel; it provides an opportunity to examine recent organizational changes, the current state of the intelligence profession, and possible future trends. The seminar is limited to 34 participants allotted by quota to Agency components. Early registration is advised. Further information on the Intelligence Review may be obtained from [REDACTED]

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UNCLASSIFIED
TYPING

The Unclassified Typists Section (the "pool" of the Office of Personnel has capable typists ready and eager to do unclassified typing. If your office has any work of this type, please call [REDACTED]

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VOLUNTARY
LANGUAGE
PROGRAM

Registration for the Spring-Summer session of the Voluntary Language Training Program is now open. Deadline for registration is 25 February. Fill out a Request for Internal Training (Form 73) with your Training Officer and submit to the Registrar/OTR in Room GC-03.

The Spring-Summer session will run from 25 March to 9 August. Courses will be given in Chinese, French, German, Italian, Russian, Spanish, and any other language for which five or more registrations are received.

Those planning to enroll in the VLTP are reminded that completion of the Foreign Language Aptitude Test is required for all new students, and that the Agency proficiency test in the language you want to study is required for entrance at the intermediate and seminar levels. Address questions on registration to the Registrar Staff, [REDACTED] Inquiries on placement above the beginning level should be referred to the Language and Area School, [REDACTED]

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EXTERNAL PROGRAMS

AGRICULTURE Special, day-time programs to be given during the
DEPARTMENT first half of 1963 by the Graduate School of the De-
SCHOOL partment of Agriculture include:

Automatic Data Processing for Federal Executives is an orientation seminar designed to give government employees in grades GS-12 and above an insight into the general concepts and potential of ADP, the logic it employs, and the management considerations involved in organizing, installing, and operating problems. A course has been scheduled to run from 13 March through 24 April. Sessions will be held on Wednesdays and Fridays from 9:30 to 11:30 a.m. Training requests are due in External Training Branch by 6 February.

Federal Contract Negotiation Institute. This Institute has been scheduled to be held twice: 1-5 April and 6-10 May. Classes will meet from 9:00 a.m. until 5:00 p.m. daily. Requests are due on 22 February and 22 March respectively.

Reading Improvement. Classes are scheduled to begin on 1 April, 10 June, and 19 August. Each 10-week class will meet for one hour on Mondays, Wednesdays, and Fridays. Classes begin at 9:30, 10:30 or 11:30 a.m. Requests are due one month before starting date.

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AMERICAN The American University's School of Government and
UNIVERSITY Public Administration has announced its schedule of
INSTITUTES institutes for 1963:

| | |
|------------|---|
| 11-15 Feb | 5th Institute on Information Storage and Retrieval |
| 4-8 Mar | Institute on Data Transmission |
| 22-26 Apr | 8th Institute on Research Administration |
| 13-24 May | 10th Institute on Records Management |
| 20-24 May | Institute on Documentation and Copyright Law |
| 3-28 June | 17th Institute on Preservation and Administration of Archives |
| 16-20 Sept | 2nd Institute on Electronic Information Display Systems |
| 4-8 Nov | 10th Institute on Electronics in Management |

The Fifth Institute on Information Storage and Retrieval will deal with the "handling of technical data" as distinguished from documents handling. Techniques for documenting, arranging, indexing, storing, retrieving, and analyzing data in such fields as engineering, chemical-biological research, medicine, rockets, satellites, flight tests, patents, oceanography, economics will be discussed. Manual, mechanical, and electronic methods will be reviewed.

The purpose of the Institute on Data Transmission will be to report on the state of the art of data transmission as a subsystem of information and communication systems. Topics to be discussed include: Existing Data Transmission Systems, Types of Terminal Equipment, Problems Associated with Data Transmission, Software, World Data Transmission Requirements, and Some Technical Advances for the Immediate Future.

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"Operational Problems in Government-sponsored Research and Development" is the theme for the Eighth Institute on Research Administration. Scientists, engineers, and management personnel are eligible to enroll.

Details of the programs for the other institutes will be announced as they become available.

TRANSPORTATION
AND
TRAFFIC

The American University's School of Business Administration will conduct its 15th Institute of Industrial Transportation and Traffic Management 11-22 March 1963. The Institute is open to traffic managers, carrier traffic and operating personnel, and other management personnel in purchasing, warehousing, inventory control, and sales. Major topics to be discussed are: Business Logistics; Significant Developments in Carrier Rates, Service, and Regulation; The Traffic Manager and Physical Distribution Management--How Does He Fit In; Traffic Management Problems; Military Logistics; Business Logistics, Management Functions, and The Traffic Department. The fee for attending the Institute is \$225.

Other transportation institutes scheduled for 1963 by The American University are: Third Motor Carrier Executive Conference, 19-21 February; Sixteenth Ocean Shipping Management Institute, 29 April-10 May; Seventeenth Air Transport Management Institute, 4-15 November.

EMPLOYEE
DEVELOPMENT

The U. S. Civil Service Commission has announced the dates of the next two runnings of its Basic Course in Employee Development: 11-22 March and 29 April -10 May. The course is designed for those who have employee development responsibilities or those who perform work closely allied with that of employee development. Some topics to be covered are: Determining Training Needs and Objectives; Course Content

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and Design; Evaluation of Training; Patterns of Career Development; The Psychology of Learning; Instructional Methods: Lecture, Conference, Case Study, Role Playing.

Requests to attend the first session should be sent to the External Training Branch by 1 February; for the second session, by 22 March. The cost per participant will be approximately \$135.

IBM
TRAINING
PROGRAMS

Applicants for IBM training programs should submit Form 136 (Request for Training at non-CIA Facility) through their Training Officers to the External Training Branch, RS/TR. It is not necessary to fill in items 14, 15, 16, 21, and 22 on the form unless required by the requesting office. Item 13, however, should show a job title for the applicant which ETB can place on the IBM application form.

IBM requires applicants for "Basic Programming Concepts" to take an aptitude test before their acceptance. Training Officers are asked to indicate in Item 13 whether or not an applicant has completed the test. If they have not, ETB will register them for the test after receipt of the training request. The test is given at the IBM Education Center each Friday at 1500 hours. Training Officers are reminded that Agency employees are enrolled in IBM courses in an overt status unless cover is indicated in items 18 and 19. If cover is required, the request must be forwarded to the Central Cover Staff.

INTERNATIONAL
BUSINESS
PROGRAM

The American University's School of Business Administration has recently established a Center for International Business. The Center is developing educational programs for (1) Americans seeking careers at home and/or abroad in the growing number of firms already in or entering foreign business, or in

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government or international agencies where public services are closely associated with business abroad; and (2) those from other countries seeking proficiency in developing business operations for foreign or domestic firms in their own countries and for their governments.

Courses in the International Business Program are:

- 11.526 Introduction to International Business
- 11.527 Export-Import Procedures
- 11.528 International Marketing Operations
- 11.529 World Business Conditions: Problems and Opportunities in...
- 11.626 The Multinational Firm
- 11.726 Seminar in International Business
- 31.025 Annual Ocean Shipping Management Institute (NO CREDIT)

Courses numbered .500-.599 are for graduate and advanced undergraduate students only; those numbered .600-.799 are for graduate students only. Four of these courses will be offered during the spring semester 1963:

Introduction to International Business, Tuesdays and Thursdays, 10:50 a.m. -12:05 p.m. (Uptown Campus)
Export-Import Procedures, Thursdays, 6:00-8:20 p.m. (Downtown Campus)
International Marketing Operations, Wednesdays, 4:30-6:50 p.m. (Uptown Campus)
Sixteenth Ocean Shipping Management Institute, 29 April-10 May.

EXECUTIVE
LEADERSHIP
SEMINAR

Cornell University's Seminar in Executive Leadership is a one-year development program dealing with the human, economic, and social background of executive decision making. Participants spend six weeks

(three two-week units spaced approximately six months apart) on the campus. Between these residence units, each participant, under the personal direction of one of the seminar faculty members, completes reading assignments and works on a project related to his position.

Topics to be discussed in the seminar are: Economic Problems and Institutions; Labor Movements, Labor Law, and Collective Bargaining; Human Resources, Administrative Theory and Practice. A feature of the seminar is a reading improvement program designed specifically for managers.

On-campus units of the seminar will be conducted 28 July-9 August 1963, 19-31 January 1964, and 12-24 July 1964. Deadline for applications is 1 April 1963.

**TRANSISTOR
TECHNOLOGY**

The Techrep Division of Philco Corporation (Philadelphia, Pa.) has announced that it will offer a resident course in Transistor Technology beginning 21 January 1963. The course will meet 8 hours a day, 5 days a week for two weeks. The presentations will be slanted toward the engineer or engineering technician. There will be subsequent courses as long as there is sufficient enrollment. Cost for the course is \$250 per student.

**INTERAGENCY
TRAINING
PROGRAMS**

The spring 1963 Interagency Training Programs bulletin will be distributed about 1 February. AIB will send copies of these bulletins to all Training Officers. Courses listed in the bulletin for the first time include:

Problems of Development and Internal Defense
(State)
Reading Improvement (HEW)
Federal Service Entrance Orientation in Government Operations (CSC)

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Environmental Radiation Surveillance (HEW)
Institute in Personnel Management (CSC)
Seminar on International Trade Expansion (Commerce)
Principles of Management Analysis (HEW)
Communicable Disease Control in the Community--
Environmental (HEW)
Automatic Data Processing Orientation for Management Interns (CSC)
Civilian Personnel Administration (Personnel Management Assistance) (Army)
Electron Microscopy (HEW)
Institute for Leaders of Scientific Programs (CSC)
Basic Management Analysis Training (GSA)
Annual Conference on Employment of the Handicapped (Labor)
Training Course in Job Classification and the Management Process (CSC)
Radiological Health for Nurses (HEW)
Advanced Course in Management Development Programs and Methods (CSC)
Applied Epidemiology for Nurses (HEW)
Insect and Rodent Control (HEW)
Advanced Employee and Career Development Course (AF)
Summer Seminar for Student Law Clerks (CSC)
Executive Supply Management Seminar (GSA)
Federal Standard Requisitioning and Issue Procedures (GSA)
Procurement: Small Purchases (GSA)
Retirement Planning Program (Treasury)
Reading Improvement Program (Treasury)
Civil Defense Adult Education Program (D. C. Government)
Policy and Program Planning in the U. S. Information Agency (USIA)
Overseas Administrative Problems and Procedures (USIA)

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PROFESSIONAL
CONFERENCES

(For information, write to address given after each conference title.)

AMERICAN NUCLEAR SOCIETY, Annual Meeting,
9th, Cincinnati, Ohio, June 17-20, 1963. (86 E.
Randolph St., Chicago 1, Ill.)

AMERICAN SOCIETY OF TRAINING DIRECTORS,
Annual Conference, 19th, Chicago, May 6-10, 1963.
(G. M. Bliss, 2020 University Ave., Madison 5,
Wis.)

INSTITUTE OF RADIO ENGINEERS, International
Convention, New York, Mar. 24-28, 1963. (E. K.
Gannett, Institute Headquarters, 1 E. 79th St.,
New York 21, N. Y.)

INTERNATIONAL CONGRESS ON MEDICAL LIBRAR-
IANSHIP, 2d, Washington, D. C., June 16-22, 1963.
(Executive Secretary of the Congress, c/o National
Library of Medicine, Washington, D. C.)

INTERNATIONAL SOLID STATE CIRCUITS CONFER-
ENCE, Philadelphia, Feb. 20-22, 1963. (Institute
of Radio Engineers, 1 East 79th St., New York 21,
N. Y.) (SPONSORS: Institute of Radio Engineers,
American Institute of Electrical Engineers and
University of Pennsylvania.)

INTERNATIONAL SYMPOSIUM ON OPTICAL MASERS,
New York, April 16-18, 1963. (Jerome Fox, Sympo-
sium Committee, Polytechnic Institute of Brooklyn,
55 Johnson St., Brooklyn 1, NY.) (Sponsors: Poly-
technic Institute of Brooklyn and Institute of Radio
Engineers)

PITTSBURGH CONFERENCE ON ANALYTICAL
CHEMISTRY AND APPLIED SPECTROSCOPY, 14th,
Pittsburgh, Mar. 4-8, 1963. (Dr. William A.
Straub, Program Chairman, c/o Applied Research

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Laboratory, United States Steel Corp.,
Monroeville, Pa.)

SYMPOSIUM ON MOLECULAR STRUCTURE AND
SPECTROSCOPY, 18th, Columbus, Ohio, June 10-
14, 1963. (Dr. Harald H. Nielsen, Chairman, c/o
Dept. of Physics and Astronomy, Ohio State Univer-
sity, 174 W. 18th Av., Columbus 10, Ohio)(Triple
Commission for Spectroscopy of the International
Union of Pure and Applied Chemistry, International
Union of Pure and Applied Physics, and Internation-
al Astronomical Union to meet concurrently with the
Symposium.)

TRIPLE COMMISSION ON SPECTROSCOPY,
Assembly, 3d, Columbus, Ohio, June 10-14, 1963.
Dr. Harald H. Neilsen, Chairman, c/o Dept. of
Physics and Astronomy, Ohio State University, 174
W. 18th Av., Columbus 10, Ohio.

REGISTRATION
FOR
EXTERNAL
PROGRAMS

Applications for external training under Agency aus-
pices should be sent through Training Officers to the
Chief of the External Training Branch, [REDACTED]
An employee who wants to take outside courses at his
own expense is required to make arrangements in ac-
cordance with the provisions of [REDACTED] paragraph 7e.

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Further information on the external programs listed
here and on others may be obtained from the Admis-
sions and Information Branch of the Registrar's
Staff, OTR. Call [REDACTED]
or come in to Room GC-03. AIB maintains a collec-
tion of catalogs, brochures, directories, and other
publications of academic, commercial, and govern-
ment institutions. Class schedules of local universi-
ties are available.

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GSA
INSTITUTE

Courses to be offered under the auspices of the General Services Administration Institute during the spring of 1963 are listed below. Dates when courses are to be held are also shown if they are available. (The establishment of this Institute was announced in the December 1962 OTR Bulletin, page 21.)

Building Management

Air Conditioning and Refrigeration, Basic Course for Operating Engineers (20 days, scheduled on request)

Civil Defense

Light Rescue Training (2 days, scheduled on request)

Basic Firefighting (1 day, scheduled on request)

Plant Security

Firearms Instruction (1 hour, scheduled as needed)

Firearms Qualification (2 hours, scheduled as needed)

Guard Training (64 hours)

Records Management

Directives Improvement (6 hours)

4-5 March 2-3 May

Forms Analysis and Design Seminar (twenty 3-hour sessions) 11-22 March 6-17 May

Forms Improvement (6 hours)

7-8 March

Correspondence Management (1-hour introduction, four 2-1/2-hour workshops on Plain Letters, three 2-1/2-hour workshops on Form and Guide Letters) Workshop kits have been developed and may be borrowed or purchased from GSA.

Speeding Correspondence (3 hours)

25-26 February 4-5 April

Mail Management (11 hours) Workshop material may also be borrowed or purchased from GSA.

Records Disposition (3-1/2-hours)

18-19 February 1-2 April

Records Management Seminar (twenty 3-hour sessions scheduled for groups on request)

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Source Data Automation (ten 3-hour sessions)

11-15 Feb 8-12 Apr 20-24 May

Professional Archival Training Program

Two consecutive 17 week courses--one beginning in September; the other, in February. Meetings every Tuesday from 3 p.m. to 5:20 p.m. College credit may be gained by registration with The American University.

Federal Register Instruction Program (2-hour illustrated lecture, scheduled within agencies upon request.)

Supply Management

Fedstrip (1 week)

Executive Supply Management (4-day seminar)

Procurement: Small Purchases (5 days)

Procurement Contracting and Policy (1 week)

22-26 April

Telecommunications

Teletype Operator (Duration of course keyed to trainee's needs)

Transportation and Traffic Management

Transportation Assistance to Procurement Officers (1/2-day workshop, to be conducted several times during the week of 20 May)

GEORGIA
TECH
COURSES

The Department of Short Courses and Conferences at the Georgia Institute of Technology has announced its schedule for spring 1963. Two programs which may be of interest to Agency employees are:

Selected Topics in Advanced Strength of Materials, 18-22 March. This course is concerned with developing mathematical equations expressing stress and strain in terms of material constants applied forces. Topics to be included are special problems in torsion and bending, thin plates and shells, thick cylinders, and curved beams. Course fee is \$125.

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Protective Relaying Conference, 2-3 May.
Engineers with responsibility for protection of heavy electrical equipment and devices will meet to discuss new advances in the field. Fee is \$6.

OFF-CAMPUS
PROGRAM

Details on The George Washington University and The American University off-campus programs appeared in the December issue of the BULLETIN (page 8-11) and registration information was given in two Special Bulletins distributed in mid-January. For those who missed the registration dates, here they are again:

For The American University courses, registration is from 11:00 a.m. to 1:00 p.m. on 1 February in Room 4F-31.

For The George Washington University courses, registration is from 10:00 a.m. to 5:00 p.m. on 7 and 8 February in Room GC-03.

COURSE SCHEDULES

| | | |
|-------|---|------------------|
| | <u>ADMINISTRATIVE PROCEDURES</u> (Ft-120 hrs) | |
| | 18 Feb - 8 Mar | 6 May - 24 May |
| 25X1C | <div style="border: 1px solid black; display: inline-block; width: 150px; height: 1.2em; vertical-align: middle;"></div> (Ft-160 hrs) | |
| | 28 Jan - 21 Feb | 3 June - 28 June |
| | <u>ANTI-COMMUNIST OPERATIONS</u> (Pt-80 hrs) | |
| | 8 Apr - 3 May | |
| 25X1C | <div style="border: 1px solid black; display: inline-block; width: 150px; height: 1.2em; vertical-align: middle;"></div> <u>MANAGEMENT</u> (Ft-120 hrs) | |
| | 4 Feb - 21 Feb | 6 May - 24 May |
| | <u>BUDGET AND FINANCE PROCEDURES</u> (Ft-80 hrs) | |
| | 18 Feb - 1 Mar 29 Apr - 10 May | |
| | <u>CABLE REFRESHER</u> (Pt-4 1/2 hrs) | |
| | Scheduled on request | |

NOTE--Registration for headquarters courses closes the Wednesday before the Monday the course begins. Courses identified with an asterisk are given away from headquarters; registration closes two weeks in advance.

Other OTR courses will be announced as they are scheduled.

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DEPENDENTS BRIEFING (Pt-6 hrs)

5 Feb - 6 Feb 2 Apr - 3 Apr
5 Mar - 6 Mar 7 May - 8 May
4 Jun - 5 Jun

EFFECTIVE SPEAKING (Pt-24 hrs)

11 Mar - 17 Apr

INFORMATION REPORTS FAMILIARIZATION (Pt-40 Hrs)

4 Feb - 15 Feb 29 Apr - 10 May

INFORMATION REPORTING, REPORTS & REQUIREMENTS (Ft-120 hrs)

25 Feb - 15 Mar 1 Apr - 19 Apr
3 Jun - 21 Jun

INSTRUCTOR TRAINING (Ft or Pt)

Scheduled on request

INTELLIGENCE-INTRODUCTION (Ft-80 hrs)

18 Feb - 1 Mar 29 Apr - 10 May
18 Mar - 29 Mar 10 Jun - 21 June

INTELLIGENCE RESEARCH (MAP & PHOTO INTERPRETATION) (Pt-50 hrs)

4 Mar - 5 Apr

INTELLIGENCE REVIEW (Ft-80 hrs)

8 Apr - 19 Apr

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COURSE SCHEDULES

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LANGUAGE COURSES listed at end of section.

MANAGEMENT (Pt-40 hrs)

GS 11-13

4 Mar - 15 Mar

10 Jun - 21 Jun

GS 14 and Above

4 Feb - 9 Feb (Sat)

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RECORDS OFFICERS COURSE (Pt-20 hrs)

25 Feb - 1 Mar

SUPERVISION (BASIC) (Pt-40 hrs)

GS 5-9

6 May - 17 May

GS 10-12

25 Mar - 5 Apr

WRITING WORKSHOPS (Pt-27 hrs)

Correspondence: Register at any time.

BASIC 5 Feb - 28 Feb 13 May - 6 Jun

INTERMEDIATE 12 Mar - 4 Apr

INTERMEDIATE (DDS ONLY) 14 May - 6 Jun

ADVANCED 5 Feb - 28 Feb 12 Mar - 4 Apr

DDS SPECIAL (GS-15 & ABOVE) (Pt-27 hrs)

12 Mar - 4 Apr 14 May - 6 Jun

Pretests: Last Monday of every month

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COURSE SCHEDULES

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Language instruction is listed as RSW (Reading, Speaking, and Writing), RW (Reading and Writing), and as R (Reading).

ARABIC

| | | | | |
|-------|-----|----|--------|----------------|
| Basic | RSW | ft | 40 wks | 18 Feb - 6 Dec |
|-------|-----|----|--------|----------------|

CHINESE

| | | | | | |
|--------------|----|----|--------|--------|-----------------|
| Basic | RW | pt | 20 wks | PH III | 25 Feb - 12 Jul |
| Basic | RW | pt | 24 wks | PH II | 25 Feb - 9 Aug |
| Intermediate | RW | pt | 20 wks | PH III | 25 Feb - 12 Jul |

EAST EUROPEAN LANGUAGES

| | | | | |
|----------|---|----|--------|----------------|
| Workshop | R | pt | 15 wks | 4 Feb - 17 May |
|----------|---|----|--------|----------------|

FRENCH

| | | | | |
|--------------|-----|----|--------|------------------------|
| Basic | RSW | ft | 20 wks | 11 Mar - 26 Jul |
| Intermediate | RSW | ft | 10 wks | 25 Feb - 3 May |
| Basic | RSW | pt | PH III | 10 wks 25 Mar - 31 May |
| Intermediate | RSW | pt | PH I | 10 wks 10 Jun - 16 Aug |
| Basic | R | pt | 10 wks | 25 Mar - 31 May |
| Workshop | R | pt | 10 wks | 10 Jun - 16 Aug |
| Seminar | RSW | pt | 10 wks | 10 Jun - 16 Aug |

GERMAN

| | | | | |
|--------------|-----|----|--------|------------------------|
| Basic | RSW | ft | 20 wks | 18 Mar - 2 Aug |
| Intermediate | RSW | ft | 10 wks | 25 Mar - 7 Jun |
| Basic | RSW | pt | PH I | 20 wks 25 Feb - 12 Jul |
| | | | PH II | 20 wks 18 Feb - 5 Jul |
| Intermediate | RSW | pt | PH I | 20 wks 18 Feb - 5 Jul |
| | | | PH II | 20 wks 25 Feb - 12 Jul |

ITALIAN

| | | | | |
|--------------|-----|----|--------|------------------------|
| Basic | RSW | pt | PH III | 10 wks 25 Mar - 31 May |
| Intermediate | RSW | pt | PH I | 10 wks 25 Mar - 31 May |
| | | | PH I | 10 wks 10 Jun - 16 Aug |
| | | | PH II | 10 wks 10 Jun - 16 Aug |
| Basic | R | pt | 10 wks | 25 Mar - 31 May |
| Workshop | R | pt | 10 wks | 10 Jun - 16 Aug |

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COURSE SCHEDULES

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PERSIAN

Basic RSW ft 24 wks 25 Mar - 6 Sept

RUSSIAN

Full-time courses will be offered upon request.

Familiarization pt 12 wks 4 Feb - 26 Apr
6 May - 26 Jul

Basic RSW pt PH I 20 wks 18 Mar - 2 Aug
PH II 20 wks 18 Mar - 2 Aug
PH III 20 wks 18 Mar - 2 Aug

Intermediate RSW pt PH I 20 wks 25 Mar - 9 Aug

Intermediate Sci. & Tech. R pt PH I 15 wks
18 Feb - 31 May
PH II 17 Jun - 27 Sept

Intermediate Econ. & Polit. R pt 15 wks
PH I 18 Feb - 31 May
PH II 17 Jun - 27 Sept

Intermediate Interpreter pt 15 wks 25 Feb - 7 Jun
24 Jun - 4 Oct

Advanced Interpreter pt 15 wks 24 Jun - 4 Oct

Intermediate Refresher RSW pt 15 wks
18 Feb - 31 May
17 Jun - 27 Sept

Intermediate Refresher R pt 15 wks 18 Feb - 31 May
17 Jun - 27 Sept

SPANISH

Full-time Spanish Course will be offered upon request.

Basic RSW pt PH III 10 wks 25 Mar - 31 May

Intermediate RSW pt PH II 10 wks 25 Mar - 31 May
PH I 10 wks 10 Jun - 16 Aug

Basic R pt 10 wks 25 Mar - 31 May

Workshop R pt 10 wks 10 Jun - 16 Aug



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